

The City of Harrisburg

**DEPARTMENT
OF
ADMINISTRATION**

2005 ANNUAL REPORT

**Stephen R. Reed
Mayor**

**Linda Lingle
Business Administrator**

**Robert F. Kroboth, CGFM
Deputy Business Administrator**

**DEPARTMENT OF ADMINISTRATION
2005 ACCOMPLISHMENTS**

DEPARTMENT OF ADMINISTRATION DEPARTMENT OVERVIEW

The Department of Administration performs the fiscal and central administrative functions of the City. The Business Administrator, who is appointed by the Mayor, heads the Department of Administration and has the authority to oversee the management of all City departments to ensure the proper administration of their operations. The Business Administrator acts as the City's chief negotiator for all labor union contracts and serves as the Mayor's representative on the Penn State Harrisburg Board of Advisors, the PENNVEST Board of Directors, the Pennsylvania Municipal Retirement System Board of Directors, the Community Action Commission Board of Directors, The Pennsylvania League of Cities and Municipalities, and the City of Harrisburg Police Pension Board. The Business Administrator may also perform as the Acting Mayor in the Mayor's absence.

The Department of Administration has one Deputy Business Administrator. The Deputy Business Administrator may perform as the Acting Business Administrator in the Business Administrator's absence.

The Business Administrator directs the activities of two offices and four bureaus, with the assistance of the Assistant to the Business Administrator and a Confidential Secretary.

The Mayor's Office for Labor Relations

The Mayor's Office for Labor Relations is headed by the Director for Labor Relations with assistance from a Labor Relations Assistant. This Office is responsible for all labor-related functions, except contract negotiations, and for interaction with the City's three union groups: the IAFF Local 428, the FOP Capitol City Lodge #12 and AFSCME Local 521. The Director conducts labor/management meetings with each labor group, assists in the preparation of disciplinary action, serves as the City's advocate at grievance hearings and participates in contract negotiations. The Office for Labor Relations is also responsible for conducting in-house training for managers on supervisory and disciplinary techniques, and on contract language and administration. This Office works closely with all City Department and Bureau Directors, the Affirmative Action Officer and the Bureau of Human Resources.

The Affirmative Action Office

This Office is headed by an Affirmative Action Officer who is responsible for implementing the City's Affirmative Action Policy which assures equal employment opportunities. The Affirmative Action Officer assists in the recruitment, hiring, compensation, appointments for advancement (including

upgrading and promotion), transfers, and terminations of employment to verify that discrimination does not occur because of race, color, religion, national origin, ancestry, place of birth, sex, age, veteran status, non-job related handicap or disability, marital status, general education, or sexual preference/orientation. The Affirmative Action Officer also evaluates the demographic statistics of the City of Harrisburg to verify that equal employment opportunities are consistent with the relevant labor market, and also provides training for management and bargaining-unit employees on equal employment opportunity laws, cultural diversity, the Americans with Disabilities Act, the Family Medical Leave Act and other related subjects.

The Bureau of Financial Management

This Bureau, headed by the Director of Financial Management, oversees the fiscal management of the City, as well as the activities of the Accounting, Budget and Analysis, Purchasing, and Insurance and Risk Management Offices. Specific activities include the management of all funds; the accounting of all assets; the production of all financial documents; and the administration of Debt Service, General Expenses and Transfers to Other Funds. In addition, this Bureau aids in the administration of the City's five pension plans and provides in-depth financial analysis to the Mayor and City Council upon request. The Accounting Office manages cash flow and performs accounts payable functions. The Office of Budget and Analysis is responsible for the development, preparation and distribution of the City's annual budget document. This Office is also responsible for the preparation and distribution of the City's Mid-year Fiscal Report, which illustrates the financial status of all budgeted funds as of June 30th of the current year, as compared to June 30th of the previous year. The Purchasing Office is responsible for overseeing the procurement of most City materials, supplies and services. This Office assures fair and equitable distribution of City contracts and agreements for capital and non-capital products and services. This Office is also responsible for preparing public bid specifications, advertisement of bids, and awarding of contracts. The Office of Insurance and Risk Management, comprised of a Loss Control Officer and an Administrative Assistant, handles the City's insurance, worker's compensation, and loss control programs. This Office, in conjunction with the City Solicitor and the Mayor's Office for Labor Relations, participates in all litigation cases and processes all insurance claims. Other responsibilities include risk financing and employee health and safety matters.

The Bureau of Human Resources

The Bureau of Human Resources, headed by the Director of Human Resources, maintains personnel records for all employees, processes all salary increases, and handles the bi-weekly payroll for City employees. This Bureau also includes the Payroll Office which maintains all payroll registers and implements all federal and state deductions and voluntary contributions. Additionally, the Bureau of

Human Resources is responsible for recruiting, testing, screening and hiring applicants, and for the orientation of new employees. The Bureau works closely with the Affirmative Action Officer in recruitment, general policy implementation, and administration of the Family and Medical Leave Act and the Americans with Disabilities Act. The Bureau monitors automatic step progressions for bargaining-unit employees, and manages the internal bid process. Responsibility for effecting merit increases, based on performance evaluations, also lies with the Bureau of Human Resources. Additionally, the Personnel Officer administers all of the Civil Service Rules and Regulations and the recruitment and promotional processes necessary for all civil service positions. Through these systems, all employees are afforded the opportunity for growth and advancement. The Bureau, under the direction of the Benefits Coordinator, is also responsible for managing employee pension and healthcare benefits.

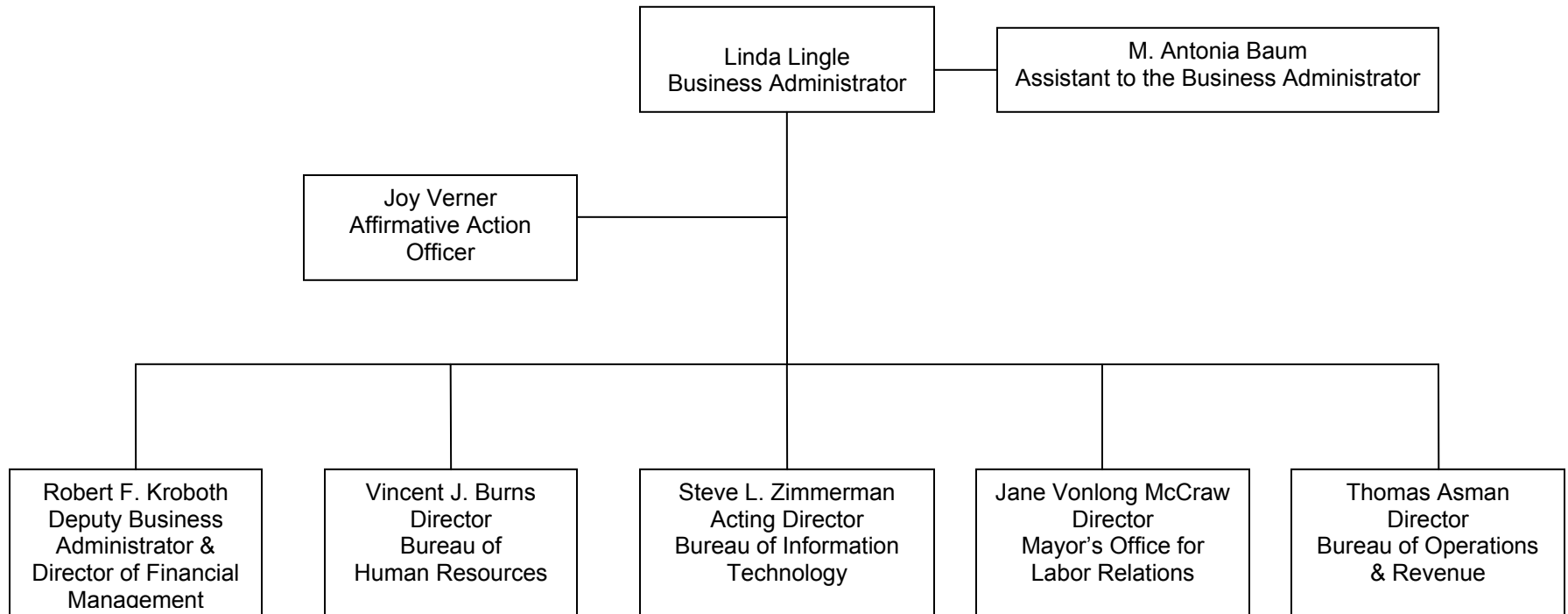
The Bureau of Information Technology

The Bureau of Information Technology is responsible for most computer programming including: implementation of relevant databases; maintaining and monitoring of the City's billing, payroll process, inventory, accounting, and insurance claims management systems, as well as computer-aided dispatch, parking ticket and meter bag systems. The Bureau also produces field reports for all service calls for police and fire, and provides technical support and maintenance of the City's mainframe, personal computers and local and wide area networks. In addition, the Bureau of Information Technology operates the METRO police information system, established and owned by the City, which allows numerous suburban, municipal and county agencies to link into a common database. The METRO system is one of the few regional police information systems in the Nation.

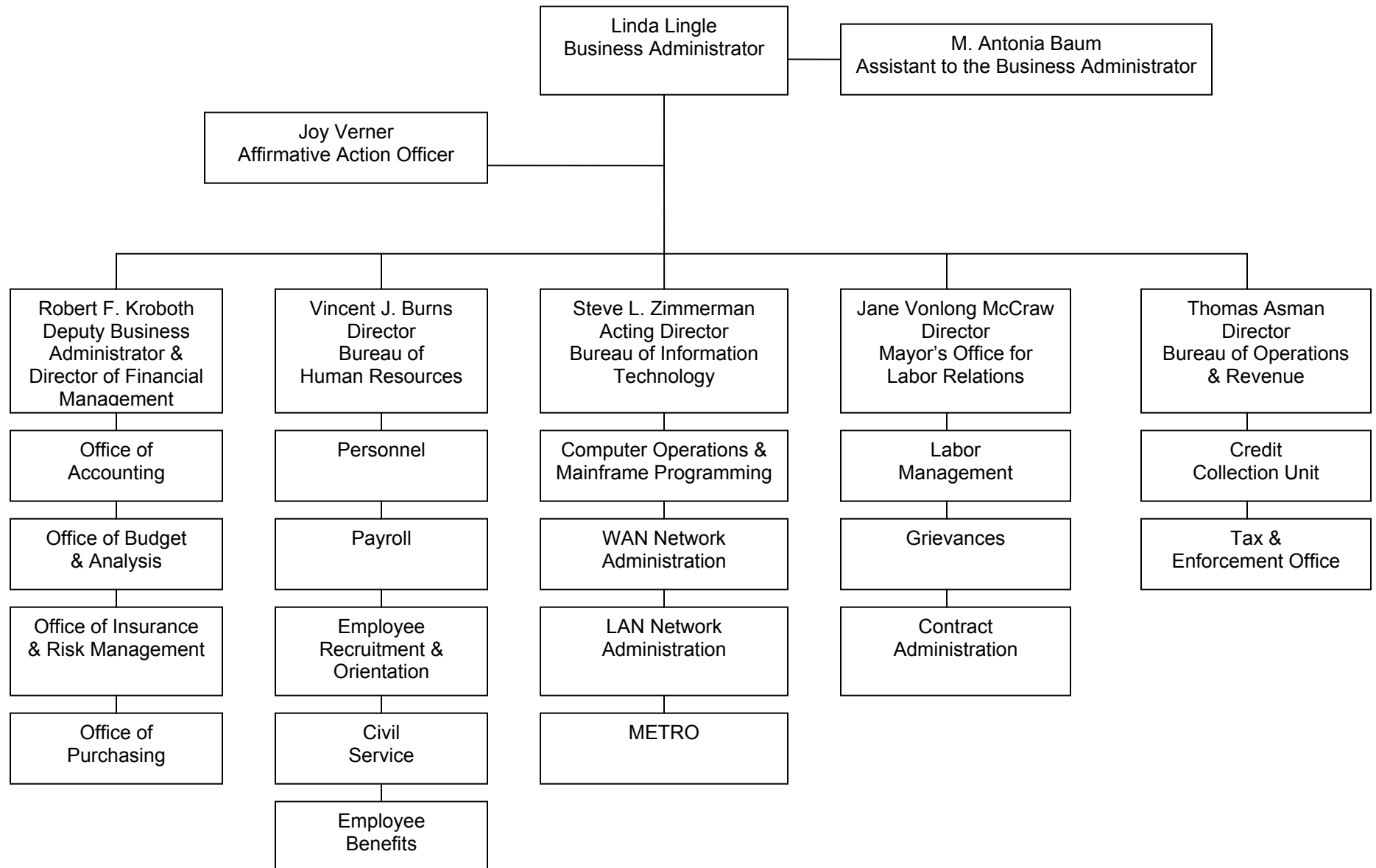
The Bureau of Operations and Revenue

The Bureau of Operations and Revenue is primarily responsible for the billing of utility services, real estate and mercantile taxes. The Bureau manages the City's collection processes, which includes the Water shut-off Program. In addition, the Bureau is responsible for the filing of liens and civil suits to secure debt owed to the City. The Bureau is managed by the Director of Operations and Revenue and the Manager of Collections and Customer Service. The Bureau also works closely with other City agencies, such as the Bureau of Water, the Office of the City Solicitor and The Harrisburg Authority. The Bureau is comprised of two units: Collections and Customer Service and Mercantile Tax and Enforcement. The Billing and Quality Assurance Unit was absorbed by the Collections and Customer Service Unit in mid-2005. The Duplication and Office Supply Procurement and Disbursement Unit was absorbed by the Department of Public Works Building Maintenance Division in mid-2005.

ORGANIZATIONAL CHART A
DEPARTMENT OF ADMINISTRATION
Reverend Doctor Martin Luther King, Jr. City Government Center
10 North Second Street
Harrisburg, PA 17101



ORGANIZATIONAL CHART B
DEPARTMENT OF ADMINISTRATION
Reverend Doctor Martin Luther King, Jr. City Government Center
10 North Second Street * Harrisburg, PA 17101



OFFICE OF THE BUSINESS ADMINISTRATOR 2005 ACCOMPLISHMENTS

The Office of the Business Administrator oversees the fiscal and administrative functions of the Department of Administration and of the City. The Business Administrator also has the authority to oversee the management of all City departments to ensure the proper administration of their operations. In addition, the Business Administrator acts as the City's chief negotiator for all labor union contracts and serves as the Mayor's representative on Boards and Committees.

- Monitored the progress of the City's Audit Team to ensure the accuracy and timeliness of the City's 2004 audit. The Audit was completed and presented to the City's auditors on June 22, 2005, eight days ahead of schedule.
- Conducted contract negotiations with the International Association of Firefighters Local 428.
- Conducted contract negotiations with the Fraternal Order of Police Capitol City Lodge No. 12.
- Facilitated staff efforts to establish a uniform and consistent methodology to calculate METRO fees.
- Monitored the progress of the ISGF's retrofit project and participated in planning sessions related to such.
- Mobilized Department of Administration staff to provide support during the flood threat in April 2005.
- Coordinated efforts to ensure that the Uptown Community Policing Center would open by the announced opening date.
- Spoke to interns of the Harrisburg Semester Program concerning public service, career achievements and interactions with public officials.
- Coordinated efforts to secure financial resources for the deployment of emergency personnel to assist in the aftermath of Hurricane Katrina.
- Facilitated the preparation the City's 2006 budget.
- Met with members of a delegation from Russia to discuss public works programs.
- Facilitated Bureau of Operations and Revenue management staff's efforts to streamline the City's Water Shut Off process.

- Conducted hearings and made final determination on six employee grievances.
- Addressed various citizen complaints and requests.
- Served on The Board of Directors of the Community Action Commission, Penn State, PennVest, Pennsylvania League of Cities and Municipalities, the City of Harrisburg Police Pension Board and the Pennsylvania Municipal Retirement System.
- Reviewed approximately 1,105 Payroll Action Forms, 866 Compensatory Leave Request forms, and 83 Overtime authorization Forms.

MAYOR'S OFFICE FOR LABOR RELATIONS 2005 ACCOMPLISHMENTS

The Mayor's Office for Labor Relations is responsible for contract administration of the City's collective bargaining agreements with the AFSCME Local 521, FOP Capital City Lodge No. 12 and IAFF Local 428. The Office drafts all disciplinary reports for all AFSCME bargaining-unit employees to ensure correct and consistent disciplinary action throughout City Government and conducts quarterly meetings with managers of AFSCME employees to insure correct contract interpretation/application and to provide a forum for discussion and resolution of problems and issues. The Office is also responsible for policy recommendations, proper meet and discuss obligations and dissemination of approved policies as well as advocacy when grievances are filed for all three (3) union groups. In addition, the Office develops contract proposals, assists the B.A. in various capacities during contract negotiations and works in conjunction with other City agencies to effectively represent the City in other venues, as required.

In 2005 the Mayor's Office for Labor Relations accomplished the following.

Labor Management Meetings:

- Conducted seven (7) Labor Management meetings with FOP Capital City Lodge No. 12.
- Conducted four (4) Labor Management meetings with AFSCME Local 521.
- Conducted one (1) Labor Management meeting with IAFF Local No. 428.

Grievance Activity:

- Processed and/or resolved thirty (30) AFSCME grievances.
- Processed and/or resolved six (6) FOP grievances.
- Prepared four (4) FOP Third Step Submissions.
- Processed and/or resolved eight (8) IAFF grievances.

Discipline Preparation:

- Drafted one hundred and ninety five (195) disciplines for City managers of AFSCME employees.

Manager Training:

- Conducted four (4) Quarterly Meetings for City Government and Installation Managers.

Collaboration with Human Resources and Affirmative Action:

- Conducted nine (9) Labor Relations Task Force Meetings.
- Conducted two (2) Workplace Violence Investigations.
- Conducted eleven (11) Louderrmill Hearings.
- Conducted two (2) Pre-Termination Hearings.
- Completed and Reviewed with AFSCME the FLSA Audit of Overtime for Bureau of Recreation Employees.
- Updated and revised the City's Drug & Alcohol Free Workplace Policy.
- Negotiated correct application of Personal Leave for Steam Plant transferees.

Other Significant Activities:

- Successfully negotiated definition of patterns of sick leave for Work Rule C-2, thereby ending a long-standing contract interpretation issue between the City and AFSCME.
- Successfully completed negotiation concerning needed Respiratory Protection in the Department of Public Works.
- In collaboration with the ISGF Director, drafted several versions of staffing plans for the post-retrofit Steam Plant facility, conducted negotiations concerning same with AFSCME and successfully completed the negotiation thereby enabling the ISGF to move forward and staff the retrofitted facility.
- Successfully negotiated an agreement with AFSCME concerning hours of work and scheduling of Parks and Recreation Mansion employees which incorporated non-traditional provisions for the non-traditional tasks performed by this group of employees including an ability to split shifts and avoid shift change penalties.
- Assisted the BA in obtaining agreements with AFSCME concerning a perceived slow down of operations in Sanitation.
- Collaborated with DBHD and the Law Bureau to draft an MOU to ensure the correct use by the City of individuals in various stages of the State criminal justice system.
- Successfully concluded the negotiation concerning the Parks Maintenance Summer Schedule.

OFFICE OF AFFIRMATIVE ACTION 2005 ACCOMPLISHMENTS

The Affirmative Action Officer (AAO) is charged with monitoring City Government services and business practices to ensure that the City of Harrisburg is in compliance with federal and state anti-discrimination laws and regulations related to equal opportunity and affirmative action. In that capacity, the AAO performs the following functions: (1) investigates complaints under the City's Non-Discrimination and Anti-Harassment Policy; (2) monitors compliance with various state and federal anti-discrimination statutes, including the PHRA, Title VII, and the Americans with Disabilities Act; (3) monitors compliance with the Family and Medical Leave Act (FMLA) and administers FMLA leave claims for all City employees; (4) develops or enhances City policies and procedures for recommendation to the Business Administrator; (5) provides guidance and technical support to all departments with regard to City policies and compliance issues; (6) serves as the appeal officer for the City's Residential Handicap Parking Program; (7) monitors all personnel transactions (recruitment, selection, hiring, promotions, transfers, terminations) to ensure equal opportunity and non-discrimination.

Investigation Of Complaints:

When an employee or a non-employee filed a complaint, an investigation was conducted in accordance with the City's Non-Discrimination and Anti-Harassment Policy.

Development Or Enhancement Of Policies And Procedures:

Residential Handicap Parking Ordinance: worked with the Law Bureau and Parking Enforcement to develop implementation procedures for new legislation (approved by City Council in January 2005).

Family and Medical Leave Act: conducted training for Bureau Directors.

Collaboration With Labor Relations And Human Resources:

Labor Management Meetings: (AFSCME/FOP/IAFF)	0
Loudermill Hearings:	10
Labor Relations Task Force Meetings:	7
Civil Service Commission Meetings:	9
Meetings on Personnel Matters:	17

Administration Of Family Medical Leave:

Claims Approved (conditional):	35
Claims Approved (final):	55
Claims Denied:	1
Claims Rescinded:	1
Informational Inquiries:	18
Total Number of Open Claims (monthly average):	41

Modified Duty (Provision Of Guidance To Departments):

Requests Received:	6
Correspondence Processed:	9
Number of Employees On Modified Duty (as of 12/31/05):	1

Employee Training:

Training Sessions Completed:	4
Topic: workplace respect	

Residential Handicap Parking Appeals:

Appeals Filed by City Residents:	8
Approvals:	6
Denials:	2
Pending Appeals (as of 12/31/05):	0
Removal Complaints:	2
Removal Granted:	0
Removal Denied:	1
Pending Removal Complaints (as of 12/31/05)	4

Coordination Of Domestic Partner Benefits Program:

Inquiries:	3
Applications Received:	1
Applications Approved:	1
Applications Denied:	0
Partners Receiving Health Care Coverage (as of 12/31/05)	
Same-Sex Domestic Partners:	4
Opposite-Sex Domestic Partners:	1

Recruitment, Hiring And Separations:

Recruitment Mailing (sent to over 100 recipients):	12
Affirmative Action Certificate reviews:	42
Approvals:	38
Disapprovals:	2
No Decision Rendered:	2
Voluntary Exit Interviews:	13

BUREAU OF FINANCIAL MANAGEMENT 2005 ACCOMPLISHMENTS

The Bureau of Financial Management is responsible for the fiscal management of the City. This includes the management of all funds, accounting for all assets, production of financial documents, administration of the budget, debt management, insurance and risk management, and purchasing functions. In addition, this Bureau aids in the administration of the City's three pension plans. Lastly, the Bureau provides in-depth financial analysis and research to the Administration, City Council and various governmental and non-governmental agencies.

Accounting and Financial Reporting:

- Obtained the prestigious Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Association (GFOA) of the United States and Canada in December 2005 for the City's Comprehensive Annual Financial Report (CAFR) for the year ended December 31, 2004. The Certificate of Achievement is the highest form of recognition in governmental accounting and financial reporting, and its attainment for the eighteenth consecutive year represents a significant accomplishment by a government.
- The City's Single Audit Report for the year ended December 31, 2003, and related City Responses and Plans for Corrective Action were accepted and approved by the U.S. Department of Housing and Urban Development (HUD) and the Commonwealth of Pennsylvania (PA). This annual report prepared by accounting staff and audited by McKonly & Asbury LLP, CPAs, accounted for all federal and state grant programs in excess of \$300,000 and further reported on the effectiveness of internal controls and compliance with all appropriate laws and regulations. The City received unqualified (clean) opinions by the auditors on every aspect of the report. Additionally, the 2004 Single Audit Report and related City Responses and Plans for Corrective Action were submitted to HUD and PA in a complete and timely manner.
- Played a significant role in successfully maintaining a credit rating of "Baa" by Moody's Investors Service, and "A" by Standard & Poor's, and an "A-" by Fitch Investors Services.
- Completed the 2004 State Liquid Fuels Report, which details expenditures of the State Liquid Fuels Tax Fund and timely filed the report with the Pennsylvania Department of Transportation by the January 31, 2005 deadline.
- Completed the Debt Statement and Tax Rates sections of the PA DCED Annual Audit and Financial Report filed by the City Controller's Office by March 15 of each

year. This report is required, in part, to enable the City to be eligible to receive State Liquid Fuels Tax receipts, which totaled \$790,590.94 in 2005.

- Completed the PA DCED Annual Survey of Financial Condition due March 15, 2005. This report is also required, in part, to determine eligibility for receipt of State Liquid Fuels Tax receipts.
- Completed the 2004 Public Utility Realty Report for an April 1, 2005 submission to the PA Department of Revenue. This annual report establishes the basis on which the City will receive the equivalent of real estate tax receipts from public utilities that own real property within the City. The City received \$38,868 in 2005 for these efforts.
- Final 2004 financial statements for both the Harrisburg Leasing Authority (HLA) and the Police Pension Fund were approved for release by each respective Board and were subsequently issued. No audit findings were noted for either entity.
- Finalized and distributed the 2004 Indirect Cost (actual and full cost) Plans. These plans are the basis for determining General Fund administrative service chargebacks to CDBG and Utility Funds.
- Accounting staff assisted with preparation of the Introductory and Statistical Sections of the 2004 CAFR, and provided support to the Budget Office with regard to its submission of the 2005 Budget document for consideration of GFOA's Distinguished Budget Presentation Award.
- Filed the yearly Form 1096 with the Internal Revenue Service by the stipulated January 31, 2005 deadline. This 'Annual Summary and Transmittal of U.S. Information Returns' reports the amounts the City has paid to vendors that meet the federal requirements. Additionally, the Accounting Office worked in conjunction with other departments throughout the year to establish an accurate vendor file and collect the required documentation from each City vendor to facilitate a timely reporting to the Internal Revenue Service.
- Assisted the City Treasurer's Office in reconciling cash accounts, setting up new accounts, and posting various cash transactions relative to new bond issues and other funding sources.
- Coordinated disbursements for various agencies utilizing Hotel Tax Proceeds and other funding sources.
- The Accounting Office modified and enhanced the Pentamotion Financial Management System including custom modifications to the fixed asset module for the 2005 fiscal year.

- Initiated periodic meetings with THA and Resource Recovery staff in order to maintain cash flows for payrolls, benefits, and the proper reduction of accounts payable at the Resource Recovery Facility.
- Prepared and reconciled the 2004 GPR Report to the Department of Housing and Urban Development (HUD) and the 2004 Schedule of Expenditure of Federal Awards.
- Provided the City's bond counsel with electronic-file audited financial statements for 2004 and 2005 for the first time as part of the due diligence process for various bond issues.
- Worked with the Budget Office to determine the City's Minimum Municipal Obligation for the City's three pension plans and filed the corresponding reports by the September 30, 2005 deadline.
- Completed the City's 2005 capital lease financing with Municipal Capital Corporation.
- Processed 44,128 accounts payable records, 8,393 warrants (checks), and 754 journal entries with 25,787 account codes.

Budget and Analysis:

- The most significant accomplishment of the Office of Budget and Analysis in 2005 was receipt of the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) of the United States and Canada for the City's 2005 Budget Document. This award is the highest form of recognition in governmental budgeting and was achieved by the City for the fifteenth consecutive year.
- Enhancements for the 2005 Final Budget included: the Mayor's budget transmittal letter, Policy and Program Initiatives section, Expenditure Detail by Fund Analysis, Undesignated Fund Balance Analysis, expansion of the Debt Service Fund section, Community Profile section, and Budget and Tax Levy ordinances.
- Work on the Mayor's 2006 Proposed Budget began in August 2005. The budget process began with Office of Budget and Analysis staff preparing and distributing budget preparation packages for completion by all department directors and office heads. Personnel costs were calculated by the Office of Budget and Analysis based on contractual increases for bargaining-unit employees, merit increases for management employees and projected fringe benefits costs. The Office of Budget and Analysis reviewed and updated methodology for creating revenue estimates for the 2006 Proposed Budget. Office staff estimated revenue from many sources, and all revenue estimates included in the Proposed Budget were reviewed for reasonableness. The Mayor's 2006 Proposed Budget was presented to City Council

on November 22, 2005. City Council held public meetings to review the Mayor's 2006 Proposed Budget, but did not adopt a final version by December 31, 2005.

- Numerous financial scenarios were updated relating to the retrofit of the Incinerator/Steam Generation Facility by incorporating actual revenue and expense data as it became available and by refining projections based upon historical and/or new data.
- The Office of Budget and Analysis researched information and gathered supporting data used in the development of the Deputy Business Administrator's transmittal letter and the Statistical Section of the 2004 Comprehensive Annual Financial Report (CAFR). This office was also responsible for preparation of the Budgetary Comparison Schedule in which original and final budgeted revenues and expenditures are compared to actual amounts.
- The Office of Budget and Analysis performed analytical work required in conjunction with upcoming contract negotiations between the City and the International Association of Firefighters (IAFF), Local Union #428. Many scenarios were developed to determine the overall cost of increases in economic items such as wages, Driver/Operator pay, longevity pay, and other fringe benefits. Negotiations continued into 2006.
- The Office of Budget and Analysis conducted extensive analyses in the last quarter of 2005 related to year-end reconciliation and 2006 Budget preparation. Gap analyses were prepared for the 2005 Budget Reallocation Plan, 2006 Proposed Budget and 2005 year-end reports.
- The Office of Budget and Analysis received and completed requests from other governmental and non-governmental agencies for various reports, questionnaires and research surveys throughout 2005.
- Other pertinent reports/questionnaires/surveys prepared during 2005 include:
 - Final 2004 Payroll figures for the Excess Workers' Compensation Policy Audit
 - 2005 Approved Budget Payroll Figures and Number of Employees for the City's self-insured workers' compensation program
 - Commonwealth of Pennsylvania, Department of Community and Economic Development, Bureau of Local Government Services, Statement of Taxes Levied
 - Pennsylvania Economy League, Municipal Tax Rates
 - U.S. Department of Commerce, Bureau of the Census, Quarterly Survey of Property Tax Collections

- National League of Cities 2004 Fiscal Conditions Survey
- U.S. Department of Commerce, Bureau of the Census, Annual Survey of Government Employment
- Commonwealth of Pennsylvania, Department of Labor & Industry, Center for Workforce Information and Analysis, Occupational Employment Statistics (OES) Wage Survey.
- International City/County Management Association Police and Fire Personnel, Salaries, and Expenditures, 2005

Debt Management:

- Calculated funding requirements and executed payment instructions on a monthly, quarterly or semi-annual basis for separate principal and interest payments on sixteen bond and note issues and six capitalized lease obligations during 2005.
- Participated in the successful closing of the following note issue and capital lease obligation:
 - \$1,148,228 Harrisburg Redevelopment Authority Guaranteed Note on February 28, 2005, for the sale and purchase of City of Harrisburg real estate tax claims for 2004.
 - \$522,182 addition to a Master Lease Agreement dated December 20, 2005, to finance reimbursements for emergency equipment purchases made but not budgeted for during the previous 12 months.
- Updated the City's debt statement and borrowing base certificate data as of December 31, 2004, as well as demographic and financial (Appendix A) information for the above bond/note issues.
- Negotiated the sale of outstanding utility liens netting the City \$225,000 on December 30, 2005.

Insurance and Risk Management:

Risk Financing:

- The City purchases insurance to cover all of its exposures with the exception of workers' compensation and employee health benefits. The employee health benefit program is administered by the Bureau of Human Resources. These two important elements of the City's operation are self-funded. The workers' compensation self-funded program resulted in an approximate cost savings of \$715,274. The savings

is derived from the cost of a traditional workers' compensation insurance premium compared to the City's actual experience.

- The City also experienced actual net cost savings of \$253,094 as a result of medical bill repricing for its workers' compensation program. This resulted in a 40% savings for the City.
- The Commonwealth of Pennsylvania, Department of Labor & Industry reviews each self-insured's workers' compensation performance during the year. A determination is made as to the City of Harrisburg's outstanding liability for all claims reported at year-end. The estimate for the period ending December 31, 2005 was \$3,113,162. This is an increase of \$417,630 or 15.49 % from the previous year. This increase is not indicative of the recent trend whereby the City's liability had previously experienced successive decreases. For the 2004 reporting year, the City experienced a 20.51% reduction.
- The OI&RM compiled information for the renewal application required by each of the lines of insurance coverage, and coordinated a market solicitation conducted by Marsh USA. All insurance renewals and new insurance packages were obtained for all necessary lines of coverage during this sustained hard insurance market at an average premium increase of \$26,811 or 2.2%. This is significant since most commercial lines of coverage industry-wide were still increasing 10% or more.

Loss Control/Prevention:

Loss control/prevention programs are designed to educate employees and manage the work environment in an effort to minimize the City's exposure to loss. The following were the major loss control programs managed by the OI&RM during 2005:

- Conducted numerous City-wide hazard surveys to identify potential hazards that could cause injuries. All operating facilities of the City were inspected, written reports were distributed and the affected departments developed hazard abatement plans.
- Conducted safety-training classes.

The training courses focused on:

- | | | |
|---------------------------|--------------------------|--------------------------------|
| ▪ Confined Space | ▪ Hazard Communication & | ▪ Work Zone Safety |
| ▪ General Tool Safety | Right to Know | ▪ Lockout/Tagout & Electrical |
| ▪ Fire Extinguisher Usage | ▪ Basic First Aid | Safety |
| ▪ PACE Behavior Driving | ▪ Heartsaver AED/CPR | ▪ Slips, Trips, Falls & Ladder |
| ▪ Forklift Safety | ▪ Fire Evacuation Drills | Safety |
| ▪ Defensive Driving | ▪ Ground Maintenance | ▪ Office Safety |

- A total of 404 employees received job-related safety or health-related training. The average class size was thirteen employees.
- The Commonwealth of Pennsylvania, Department of Labor & Industry completed a random audit of the City's Accident and Illness Prevention Program. The purpose of the audit was to determine the adequacy and effectiveness of the City of Harrisburg's Accident and Illness Prevention Program. A final Rating of Adequate was obtained as no deficiencies were discovered.
- This Office promoted compliance with our auto and general liability insurance carrier's loss control program by presenting a new defensive driving course for City employees. The PACE Behavior Driving course entitled Train the Trainer was given to a number of supervisors so each non-uniformed shop could train their employees on a continuous basis. The course was designed to help the non-uniformed departments institute appropriate in-house driver training with the goal of reducing the frequency of motor vehicle accidents.
- The Accident and Illness Prevention Program was monitored for compliance. Continued emphasis was placed on the prevention of incidents where an employee that may become injured. All the Health and Safety Committees were monitored to assure that dangerous and unsafe working conditions continue to be identified and rectified through a cooperative effort between supervisors and employee representatives.
- To reduce the number of work-related injured employees who were staying off work, the OI&RM, in cooperation with the Labor Relations Task Force, created new procedures. During the first complete year for the Light Duty return to work (RTW) program, this program achieved a substantial improvement in the effective rating reported to the Commonwealth of Pennsylvania. The effective factor was reduced from 3.25 in 2004 to 2.09 in 2005. This means fourteen employees suffered a new loss-time injury requiring them to stay off work for two weeks or longer. In 2004, we had twenty-three employees who became loss-time injuries. The Loss Control Officer monitors and supervises all employees on light-duty assignment.

Claims Management:

- OI&RM is responsible for claims management Citywide, including the reporting of all incidents that will generate a claim against the City. Incidents require investigation, monitoring and notification of the appropriate insurance company or, in the instance of self-insurance, the third party claims administrator.

- The following are the types and frequency of claims managed by the OI&RM:

	<u>2005</u>	<u>2004</u>	<u>2003</u>	<u>2002</u>	<u>2001</u>
Automobile Liability	66	86	105	77	84
General Liability	32	46	39	40	32
Property	0	5	2	3	5
Work Related Injuries	*206	**209	***264	295	267

*During 2005 there were 57 incidents reported as precautionary only.

**During 2004 there were 68 incidents reported as precautionary only.

***During 2003 there were 80 incidents reported as precautionary only.

- There were 38 incidents during 2005 that were under the City's deductible for insurance coverage with resultant damage to City-owned property. During 2004, there were 42 incidents, and in 2003, there were 59 similar type incidents.
- There were 47 incidents that the OI&RM was able to subrogate against other parties. This process of billing and collection activity resulted in the recovery of \$90,431.55.
- The OI&RM was actively involved in the management of Workers' Compensation and Heart and Lung claims. Managing these claims was the single most complicated activity of this office. The Heart and Lung program is a statutorily-required benefit for the City's police officers and firefighters, providing supplemental benefits for those uniformed employees injured in the line of duty and as a result of their work.
- The OI&RM continued to effectively monitor the designated physicians list in an effort to provide an optimal number of medical care providers for the medical treatment of City employees who sustain a work-related injury.

Risk Management:

- The OI&RM was responsible for providing the City's auditors, rating agencies, and other interested parties with insurance-related statistical information. This information contributed to the City's positive recognition by financial and other professional organizations.
- This office also rendered professional risk management services to the Harrisburg Civic Baseball Club (Harrisburg Senators), Harrisburg City Island Catering, The Harrisburg Authority, The National Civil War Museum, and The Harrisburg Redevelopment Authority. These civic organizations requested and received assistance relating to many diverse insurance related concerns.

Risk Transfer:

- In addition to the OI&RM's efforts to coordinate the renewal and financing of each line of insurance coverage as one way to transfer risk, the OI&RM reviewed and made recommendations regarding the insurance requirements for the indemnification of the City as it related to the many contracts awarded by the City to its vendors and contractors. All City departments were provided some assistance as they developed requests for proposals concerning the award of contracts to independent contractors during 2005.

Pension Administration:

- Fulfilled all contribution and reporting requirements mandated under the Municipal Pension Plan Funding Standard and Recovery Act 205 of 1984 (as amended by Act 189-1990). Subsequently, the City was determined to be in compliance with the applicable mandatory provisions of the Act 205 Recovery Program and therefore eligible to continue to participate in Distressed Level III of the Recovery Program. Because of this, the City received \$2,750,770 in State aid for its pension plans in September 2005.
- The Deputy Business Administrator's Office oversaw all activity of the Police Pension Board whose investment portfolio market value increased from \$61,506,782 at December 31, 2004, to \$64,163,745 at December 31, 2005, a \$2,656,963 or 4.3% increase. This performance ranked the Police Pension Fund in the top 22% of the public sector universe whose portfolios were less than \$75 million over this past year, and in the top 20% over the last three years. The portfolio's 2005 performance followed an 8.3% return on investment during 2004.

Purchasing:

- Processed 1367 requisitions/purchase orders, which entails researching for compliance to Purchasing Rules and Regulations, editing for completeness and accuracy of information, approving, obtaining signatures, mailing and distribution to agencies.
- Processed thirty-three public bids with five requiring rebidding.
- Notified all agencies of the ability to piggyback off of the State Contract for Office Supplies.
- Registered the City in the Department of General Services new program for cooperative purchasing known as COSTARS (Cooperative Sourcing to Achieve Reduction in Spending). This program is required to set up contracts for use only by local public procurement units.
- Reviewed lease-purchase contract for mail equipment purchase.

- Attended presentations from Pentamation on a software package for the Department of Building and Housing Development and for upgrades to our current Financial Management System.
- Provided figures to agencies compiling their budgets.
- Updated performance measures and summary for 2006 Budget.
- Assisted the Budget Office in the year-end process of closing-out and re-opening of essential purchase orders.
- Gathered information for the Law Bureau for a subpoena pertaining to a Home Improvement Project.
- Researched National Institute of Government Purchasing (NIGP) Website on specifications for a roof replacement project.
- Met with companies interested in doing business with the City, explained the City's policies and procedures, and added them to the Bidders List and distribution information to City agencies.
- Administered the City-Wide Pager System, and reconciled and processed the monthly invoices.
- Administered the City-Wide Cell phone System, and reconciled and processed the monthly invoices. The cell phone system now includes Nextel as well as Cingular phones, which is being paid in part through a sponsorship, obtained by Parks and Recreation. During this process, Nextel phones already being used by other departments were brought under the same account. Verified with the Bureau of Human Resources that all cell phone users had received and signed off on the City's Cell Phone Policy.
- The Purchasing Office is the focal point for answering vendor and government entity calls requesting information on the City's Pennsylvania Capital City (PACC) Automotive and Equipment Contract which allows other governments to piggy back. Issued renewal letters for 2006.
- Trained new hires and new users on the Pentamation Financial Management System Purchasing Module.
- Responded to questions and provided information regarding the Purchasing System for the City's annual audit, State Liquid Fuels Audit, and various grant audits.
- Responded to various bid surveys regarding public bid project status and award information and responded and right-to-know requests for bid results.

BUREAU OF HUMAN RESOURCES 2005 ACCOMPLISHMENTS

The Bureau of Human Resources is comprised of two divisions: the Human Resources Division and the Payroll Division. The Human Resources Division oversees and administers a wide range of centralized personnel services for City government including, but not limited to, recruitment and placement, promotional testing, health benefits management and drug and alcohol testing. The Payroll Division ensures timely and accurate salary payments and payroll deductions and manages leave benefits for employees of City government. The Director of Human Resources manages both divisions of the bureau.

Human Resources:

General Overview:

Recruitment and Placement - As non-civil service positions became available throughout City government, the Human Resources Division worked toward filling the available positions in several ways. The internal bidding process was used for filling non-uniformed bargaining unit positions. Management level positions and those positions which were not filled through the internal bidding process were opened to the public via the application process. The Human Resources Division was responsible for posting and advertising vacancies, accepting completed applications and distributing suitable applications to the appropriate Department or Bureau Directors for review and consideration. Available civil service positions were filled in accordance with the requirements set forth by the Third Class City Code, Optional Charter, and the applicable Harrisburg Civil Service Commission Rules and Regulations.

Outreach - As a part of the City's recruitment effort to fill available positions, the Human Resources Division sent job notices to colleges, job centers, inter-denominational groups, community leaders, community groups and other non-profit and for-profit agencies. In addition, the Human Resources Division advertised available positions in local and regional newspapers, trade journals and government publications, and on the internet and City's website. This extensive effort enabled the City to reach a diverse population of potential candidates.

Random Drug Testing - The Human Resources Division administered the City's Random Drug and Alcohol Testing Program covering all employees whose positions require commercial driver's licenses in accordance with Federal and State law and City policy.

Health Benefits - The Human Resources Division maintained responsibility for health benefits and life insurance administration. City health benefits include medical, dental, vision and prescription drug coverage for all full-time active employees and retirees.

Labor Relations - The Human Resources Division participated in or provided assistance to the Mayor's Office for Labor Relations in preparation for labor/management meetings with Local 521 of the American Federation of State, County and Municipal Employees (AFSCME) District Council 90, Capital City Lodge No. 12 of the Fraternal Order of Police (FOP) and Local Union No. 428 of the International Association of Firefighters (IAFF). The Human Resources Division participated in AFSCME, FOP and IAFF labor contract negotiations.

Affirmative Action/Equal Employment Opportunity - The Human Resources Division worked closely with the City's Affirmative Action Officer to provide equal employment opportunities during the recruitment and placement processes.

Results:

Applications - As the result of recruitment activities, the Human Resources Division received 1,566 applications/resumes for employment.

New Employees - The Human Resources Division processed 257 new employees during 2005. The following is a breakdown by position classification of new employees processed during 2005:

Elected Officials	0
Management	11
Bargaining Unit (includes 1 civil service)	22
Police Bureau (civil service)	16
Fire (civil service)	6
Temporary	<u>202</u>
Total	257

Separations - The Human Resources Division processed 261 separations of employment during 2005. The following is a breakdown by position classification of employment separations during 2005:

Elected Officials	0
Management	20
Bargaining Unit	17
Police Bureau (civil service)	13
Fire (civil service)	13
Temporary	<u>198</u>
Total	261

Codes Enforcement Officer Recruitment - Effective May 23 through June 17, 2005, the Human Resources Division accepted applications for the position of Codes Enforcement Officer. The written examination was administered on July 9, 2005. During July and November 2005, the Human Resources Division forwarded to the Bureau Of Police the application files of eight (8) applicants named on the Qualified Recruitment

List to perform background investigations in anticipation of hiring In 2006. The background investigations were expected to be completed by February 2006.

Patrol Officer Recruitment - On January 18, 2005, two (2) new Patrol Officers began their training at the Municipal Police Officers Education and Training Commission (MPOETC) Police Academy at Harrisburg Area Community College (HACC). The new recruits were selected from the Police Civil Service Commission Certified Eligibility List for the Position of Patrol Officer that had been established by the Commission in 2004. In March 2005, the Human Resources Division forwarded to the Bureau of Police the application files of sixty (60) applicants named on the Qualified Recruitment List to perform background investigations in anticipation of a July 2005 hiring. On May 23, 2005, the Police Civil Service Commission established a new Certified Eligibility List for the Position of Patrol Officer containing the names of twenty-nine (29) candidates who successfully completed all requirements for inclusion on the Certified Eligibility List. On May 27, 2005, conditional offers of employment were extended to twenty (20) candidates. On July 5, 2005, ten (10) new Patrol Officers began their training at the MPOETC Police Academy at HACC, and three (3) new Patrol Officers, who previously attained their municipal police officer certifications, began their in-house field training. In July 2005, the Human Resources Division forwarded to the Bureau of Police the application files of twenty-two (22) applicants named on the Qualified Recruitment List to perform background investigations in anticipation of a January 2006 hiring. On November 16, 2005, the Police Civil Service Commission established a new Certified Eligibility List for the Position of Patrol Officer containing the names of sixteen (16) candidates who successfully completed all requirements for inclusion on the Certified Eligibility List. On November 30, 2005, conditional offers of employment were extended to eleven (11) candidates. These new recruits were scheduled to undergo their final evaluation processes during December 2005 and early January 2006, and were scheduled to begin their training at the MPOETC Police Academy at HACC on January 17, 2006.

Firefighter Recruitment - On February 1, 2005, the Fire Civil Service Commission established new Certified Eligibility Lists for the Position of Firefighter containing the names of fourteen (14) candidates who successfully completed all requirements for inclusion on the Certified Eligibility Lists. On February 9, 2005, conditional offers of employment were extended to six (6) candidates. On March 8, 2005, six (6) new Firefighters began their training at the Fire Academy at HACC.

Police Officer Promotional Examinations - Effective August 22 through September 9, 2005, the Human Resources Division accepted applications from qualified Police Officers for promotion to the ranks of Corporal, Sergeant and Lieutenant. The written promotional examination and multiple interview assessment (MIA) were administered on November 5, 2005. On November 16, 2005, the Police Civil Service Commission established a new Certified Eligibility List for the Rank of Corporal containing the names of eleven (11) candidates who successfully completed all requirements for inclusion on the Certified Eligibility List. Likewise, the Commission established a new Certified Eligibility List for the Rank of Sergeant containing the names of six (6) candidates who

successfully completed all requirements for inclusion on the Certified Eligibility List. Additionally, the Commission established a new Certified Eligibility List for the Rank of Lieutenant containing the names of three (3) candidates who successfully completed all requirements for inclusion on the Certified Eligibility List.

Firefighter Promotional Examinations - Effective May 9 through July 11, 2005, the Human Resources Division accepted applications from qualified Firefighters for promotion to the ranks of Lieutenant, Captain and Battalion Chief. The written promotional examination was administered on November 9, 2005. On December 19, 2005, the Fire Civil Service Commission established a new Certified Eligibility List for the Rank of Lieutenant containing the names of five (5) candidates who successfully completed all requirements for inclusion on the Certified Eligibility List. Likewise, the Commission established a new Certified Eligibility List for the Rank of Captain containing the names of two (2) candidates who successfully completed all requirements for inclusion on the Certified Eligibility List. Additionally, the Commission established a new Certified Eligibility List for the Rank of Battalion Chief containing the name of one (1) candidate who successfully completed all requirements for inclusion on the Certified Eligibility List.

Military Activations - As of December 31, 2005, two (2) employees were on military activation. Both employees were activated as a result of the events of September 11, 2001.

<u>Position Title of Activated Employee</u>	<u>9/11-Related</u>	<u>Date of Activation</u>
Police Officer	Yes	04/08/05
Firefighter	Yes	05/23/05

Services:

The Human Resources Division also provided assistance to managers and supervisors in the administration and enforcement of certain policies including, but not limited to, the City's Family and Medical Leave Policy, American's with Disabilities Act Policy and Alcohol Misuse and Anti-Drug Program Policy.

Transactions:

The Human Resources Division maintained the official personnel files for all City employees. The Human Resources Division also maintained and updated the health benefits records for all full-time employees, and maintained and updated the disciplinary reports for all police and fire employees. In addition, the Human Resources Division processed 1,507 Payroll Action Forms in 2005.

Payroll:

The Payroll Division ensured that all City employees were paid and that all applicable deductions were taken for taxes, pension plan contributions, court orders, deferred compensation plan contributions and other accounts payable for employees' voluntary deductions. The Payroll Division continued to utilize the computerized timesheet application that was written by the City's Bureau of Information Technology and payroll software from Automated Data Processing (ADP), a worldwide provider of payroll processing services. In addition to accurate biweekly payroll processing, the Payroll division was responsible for the timely transmittal/impoundment of all funds related to mandatory and voluntary payroll deductions and distribution of annual W-2 Forms in accordance with the law. Additionally, the Payroll Division maintained the leave records for all full-time and permanent part-time employees.

BUREAU OF INFORMATION TECHNOLOGY 2005 ACCOMPLISHMENTS

Revenue:

- Developed a program to do a full year utility audit for the outside Auditors. Previously program could audit only a month at a time.
- Started running Consolidated Business License Invoices through Pitney Bowes software to save on postage mailing costs.
- Quarterly Tax Return – Mercantile can now print requests for quarterly tax forms in their office, previously printed in the Computer Data Center.
- Printed Consolidated Business License Reminder Letters on accounts that were not paid by the deadline.
- Redesigned Amusement Tax Form/Letter to print on Laser Printers.
- Created ASCII Files to be accessed by DocSTAR for Citations, Adult and Juvenile Arrest Jackets. This reduces the time to index scanned documents since most of the data is automatically inserted.
- Updated mainframe property records with zoning information, flood codes and historic district codes from GIS data.
- Created yearly audit report of value of leave balance from one year to the next.
- Revised size of barcode for several tax and license forms per request from Treasury Office. Standardized barcodes on all bills received by Treasury.
- Reviewed and enhanced Mainframe Security to force users to enter a new password when IT must reset a password and do a general review of mainframe security. Required users to change their passwords every 90 days to match network password expiration. Increased length of password to match network password length on the recommendation of our auditors.
- Developed water consumption reports which evaluate water consumption, or lack of consumption.
- Modified the utility billing system to allow Water Bureau to apply cost of work orders to the utility bill so that Water Bureau charges are now assessed on the monthly Utility Bill.

- Added a field for Sidewalk Use to Mercantile/Health Consolidated Invoice.
- Created reports for the Bureau of Police Grants Writer to aid in her project to get grant funding for new Weed and Seed area. The reports identified total residential, blighted properties – or current serious building code violations, and absentee landlords with blighted properties.
- Changed Utility Billing to not penalize new charges added since last billing.
- Created new shift differential breaks for the people returning to the steam plant.
- Modified Demo Lien reporting for accounting verification so that the report now identifies the previous month's data.
- Created comment records for all Mercantile/Health forms, tax returns, licenses, and permits printed in the IT department and add the City's website to all such documents.
- Finalized FLSA Calculations for Fire for 1999-2005.
- Calculated the seniority credits for the AFSCME part time employees.
- Created online update capability for trash and disposal rates.

METRO (Public Safety Informative Resource Network):

- Created "CV" Felony Vehicle Report to track felony vehicles separately for NCIC audit.
- K-9 subsystem changes – Opened up menus to allow use.
- Created a History report inquiry capability to an ICR (Initial Crime Report).
- Created a Quality Assurance Review Form.
- Created labels and a listing from active warrants.
- Modified the Witness Call list to remove some personal data not needed on the report.
- Modified Constable data-inquiry authorization to only show police data that is necessary for constables.

- Created ICR (Initial Crime Report) “GR” form to record graffiti calls for tracking purposes and necessary follow-ups.
- Provided report of all served and cancelled 1 & 3 warrants.
- Developed pricing scheme to bill Metro Police Agencies. The new method of pricing will be based on the number of transactions for each outside Police Agency that uses the Police Metro System.
- Created PDF files of METRO police reports for outside agencies.
- Created a report of school Juvenile crime occurrences. This is an additional feature to METRO to standardize reporting of Juveniles at schools so that information is consistent. This will help all agencies that use METRO and have SROs in the schools. There is a monthly report included that identifies Juveniles by school location.

Network/Server:

- Upgraded ADP Payroll Processing application on Server and Client workstations, thus providing Payroll staff the ability to benefit from the enhancements and new features provided in the latest software version.
- Internet Service contract has been renewed for a period of 3 years. The new contract and termination of one of the two data circuits results in a yearly savings of \$8,000. Through monitoring of the Internet data circuit, it has been determined that one data circuit meets the needs of the City of Harrisburg Personnel, as well as the Harrisburg Parking Authority.
- Implemented DocSTAR Document Imaging System, as well as add-on modules that offer additional functionality and features providing the ability to streamline workflow, creating additional efficiencies. Scan Stations, which include computer systems and scanners, have been configured and setup in designated work areas of Public Safety. DocSTAR is an electronic filing system that increases efficiency in the workplace. This system scans, stores and retrieves paper documents, providing a fast and simple transition to a paperless workplace.
- Websense Enterprise has been restructured for ease of administration and support, as well as to provide additional enhancements and reporting tools that offer a powerful analysis of the reporting of Internet and desktop application activity. The Websense Enterprise solution improves employee productivity, enhances security, reduces the risk of security breaches, mitigates the risk of legal liability as a result of employee Internet activity and provides the ability to enforce Internet and application use policies.

- Alarm system has been upgraded. New computer systems have been configured, including the installation of a new version of AlarmSoft software and new receiver boards. Currently there are two Alarm computer systems, a primary system as well as a backup Alarm system, which is necessary should a failure occur with the primary system.
- Implemented new connectivity plan for communications with Pennsylvania State Police (PSP). The segregation of PSP-related processes and transmissions from that of the City's network included the installation of a new PSP data circuit in the Public Safety Center, as well as relocation of all PSP related equipment.
- Dauphin County Information Technology continues to work with Police Departments within the County to establish Hi-Speed connections to their facility via VPN Client access for such agencies to access J-NET. We have worked with the County in providing a connectivity path to the City's Metro System and CLEAN.
- Fiber was installed between the Dauphin County Administration Building and the City Government Center to accommodate data transmission needs. Previously, copper cabling was used for connectivity between the county and city buildings.
- Upgraded Dialogic Communicator Software. The Communicator! is Dialogic's emergency notification system that has the ability to automate virtually any manual notification procedure. This system includes notification of first responder, employees/personnel or entire geographic areas for inclement weather, HAZMAT incidents, utility outages, security breaches, evacuations, military recall and community policing, to name just a few.
- Completed Assessment of the City Network and Physical Infrastructure. A proposed plan has been developed for upgrading and implementing various components to resolve bandwidth and system performance issues as well as monitoring and logging of system activity. Reviewed existing security and business policies and established rules, enhancements and hardware needed to minimize security risks and vulnerabilities, as well as to stabilize the City's network infrastructure.
- Standardized network user account naming convention as well as group login scripts and relocation of personal directories, as we continue to work on restructuring our network architecture in preparation for upgrading our network operating system in the upcoming year.

Helpdesk:

- A number of enhancements were made to our hosted Help Desk Solution in the past year. WebGov, which is the company that hosts this Help Desk Solution, has also offered a Service Requests Management Module to the City of Harrisburg to utilize cost free for one year.

- The Bureau of Information Technology has received and resolved more than 3,500 trouble tickets during this year, in addition to completing a number of projects.

Personnel:

- Hired LAN Services Assistant to perform job responsibilities that were previously being shared between Information Technology Network and Administrative Staff. This individual is responsible for Help Desk and PC Technical support, which includes troubleshooting issues with computer software, hardware, peripherals and related equipment.

BUREAU OF OPERATIONS AND REVENUE 2005 ACCOMPLISHMENTS

In 2005, the Bureau of Operations and Revenue, in conjunction with the City's outside collection agency, collected \$24,868,266.04 in refuse, disposal, water, sewer, sewer maintenance and fireline payments. Of this amount:

- \$6,629,912.50 in sewer charges was collected from the outside municipalities, which is \$757,980.13 more than was collected in 2004;
- \$274,050.86 in fireline charges was collected;
- \$886,824.98 was collected through the water shutoff program;
- \$452,191.15 was collected from large-volume accounts billed manually;
- \$1,583,063.21 was collected from Susquehanna Township accounts.

On other fronts, the Bureau of Operations and Revenue:

- Targeted 7,098 accounts for the Water Shutoff program;
- Terminated water service at 806 residential and 18 commercial properties;
- Processed 3,045 settlement sheet requests;
- Collected \$382,083.82 in payments on City-held liens, and filed 611 new utility liens to protect the City's interests;
- Filed 4 liens and civil suits to secure the City's cost of demolition on vacant and blighted structures;
- Filed 345 liens to secure the City's interest on accounts protected by bankruptcy and collected \$201,827.00 in bankruptcy payments.
- Processed 296 delinquency inquiries from the Harrisburg Housing Authority on Section 8 properties.
 - 55 properties were qualified for Section 8;
 - 241 properties were disqualified for Section 8;
 - \$2,851.41 in utility delinquencies and \$13,967.00 in tax delinquencies were satisfied on previously-disqualified properties which resulted in their subsequent approval;

- 4 civil suits were filed against Section 8 landlords to begin the rent garnishment process.

The Tax and Enforcement Office collected \$2,936,210.29. In addition, the Tax and Enforcement Office:

- Received \$76,335.88 from the Harrisburg School District for the collection of their Business Privilege and Amusement Taxes;
- Issued 613 dog licenses generating \$6,290.00 in revenue;
- Issued 520 new Mercantile and Business Privilege Licenses generating revenue totaling \$20,800.00;
- Connected 7 new burglar/fire alarms to the Police Communications Center and collected \$45,111.00 in burglar/fire alarm revenue;
- Issued 225 prior-year licenses, generating revenue totaling \$9,000.00.
- Issued 1,862 new Business Privilege/Landlord Licenses, generating revenue totaling \$74,505.00.

The Bureau's division of Central Support:

- Processed 135,004 pieces of mail from January through June 2005.
- Produced 508,119 in copies in the Duplication Center from January through June 2005.
- Was transferred to the supervision of Mr. Yingst in the Bureau of Building Maintenance as of July 8, 2005.

DEPARTMENT OF ADMINISTRATION
PERSONNEL ROSTER

Office of the Director

Linda Lingle, Business Administrator	(09/25/89)
Robert F. Kroboth, Deputy Business Administrator	(11/08/82)
Lisa M. Holland, Assistant to the Business Administrator	(01/20/98-06/01/05)
M. Antonia Baum, Assistant to the Business Administrator	(12/18/88)

Office of Affirmative Action

Joy A. Verner, Affirmative Action Officer	(12/18/00)
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Mayor's Office for Labor Relations

Jane Vonlong McCraw, Director	(04/10/95)
Geoffrey McVey, Labor Relations Assistant	(08/23/04-07/26/05)
Jennifer Berstler, Labor Relations Assistant	(08/05/02)

Bureau of Financial Management

Robert F. Kroboth, Deputy Business Administrator	(11/08/82)
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Office of Accounting

William P. Leinberger, Accounting Manager	(02/01/99)
Judith M. Bowman, Fiscal Technician II	(04/18/79)
G. Dennis Proctor, Auditor	(06/01/78)
Shanti R. Shaw, Fiscal Officer II	(02/27/85)

Office of Budget & Analysis

Ginger S. Miller, Budget Manager	(06/15/98-04/08/05)
Michael Wood, Budget Manager	(06/27/05)
Yolanda M. Jones, Senior Budget/Management Analyst	(06/03/02)

Office of Purchasing

Mattea D. Fera, Purchasing Manager	(10/24/77)
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Office of Insurance and Risk Management

John F. Downs, Loss Control Officer	(10/10/89)
Joni R. Willingham, Administrative Assistant	(08/24/87)

Bureau of Information Technology

Steve L. Zimmerman, Acting Director/Systems Programmer	(01/22/79)
Paul C. Anderson, Lead Programmer	(11/04/81)
Carla G. DiNatale, Asst. Network Administrator	(01/19/99)
Jeffrey B. Edwards, Systems Programmer Trainee	(11/16/92)
Larry L. Eikenberry, IBM Mainframe Computer Programmer	(07/29/02)
James Furjanic, Programmer III	(05/13/96)
Joyce Hamburg, Computer Programmer	(08/12/02)
Gail R. Hendricks, Network Administrator	(09/25/00)
Michael M. Miller, Computer Operator III	(06/15/92)
Mark R. Moore, LAN Services Assistant	(07/25/05)
Ruth Ann Page, Data Processing Assistant	(06/16/03)
Joyce C. Ray, Computer Programmer/ Operator III	(12/07/98)
Ross A. Sackler, LAN Administrator	(05/03/04)
Roger W. Swinehart, IBM Mainframe Database/ Systems Programmer	(08/13/03)

Bureau of Human Resources

Vincent J. Burns, Director	(08/14/95)
Jean Louise Ridge, Bureau of Police/ Administrative Assistant	(08/09/04)
Tammy L. Barringer, Confidential Secretary	(06/28/04)

Human Resources Division

Dieu-Thanh T. Bang, Personnel Assistant II	(01/22/90)
Deborah A. Felker, Personnel Officer II	(05/19/80)
Michael W. Hughes, Benefits Coordinator/Privacy Officer	(10/21/96)

Payroll Division

Darlene Yingst, Payroll Manager	(01/07/97)
Jackie M. Hugney-Williams, Payroll Technician	(03/25/96)

Bureau of Operations and Revenue

Thomas A. Asman, Director	(07/03/78)
Sue A. Grant, Administrative Assistant/PC Specialist III	(07/21/86)
Robin Grannison, Central Support Assistant	(07/20/87-07/10/05)

Kenneth Corker, Reproduction Technician

(03/21/05-07/10/05)

Credit Collection Unit

Bradley Yingst, Manager of Collections

(02/05/96-07/10/05)

Stephanie J. Patton, Operations Manager

(06/23/97)

Michael Brownsweiger, Paralegal

(06/11/90-05/16/05)

Rosemarie P. Conrad, Clerk II

(05/25/98)

Timothy Doutrich, Posting Specialist

(05/05/03)

Ellis Fulton, Paralegal

(04/15/92)

Tammy M. Evans, CSR/Account Specialist II

(06/02/97)

Scott Fraser, CSR/Account Specialist I

(09/06/05)

Tara M. Grant-Roebuck, Customer Service Representative I

(04/04/05)

Monica Heapes, CSR/Account Specialist I

(09/19/05)

Mary M. Leap, CSR/Account Specialist I

(04/21/03)

Linda A. Modica, CSR/Account Specialist II

(09/08/97)

Wanda M. Wright, CSR/Account Specialist II

(07/02/79)

Tax and Enforcement

Steven Ketterer, Tax and Enforcement Administrator

(02/25/80)

Heather Hardie, Paralegal

(07/16/01-05/17/05)

Melissa Miranda, Secretary II

(09/09/02-05/26/05)

Carrie L. McArthur, Secretary II

(06/27/05)

Brenda Reidell, Clerk Typist/Data Entry Operator

(07/08/91)

EXPENDITURE ANALYSIS SUMMARY
2005 BUDGET

	2001 Actual	2002 Actual	2003 Actual	2004 Approved Budget	2004 Projected	2005 Approved Budget
DEPARTMENT OF ADMINISTRATION						
<u>0110 OFFICE OF DIRECTOR</u>						
Personnel Services	178,547	191,226	245,948	254,544	246,408	273,319
Operating Expenses	4,612	2,857	6,412	47,266	42,969	39,125
Capital Outlay	0	0	0	0	0	0
TOTALS	183,159	194,083	252,360	301,810	289,377	312,444
<u>0111 OFFICE OF INSURANCE & RISK MANAGEMENT</u>						
Personnel Services	164,940	163,331	134,600	189,419	162,038	0
Operating Expenses	63,925	25,909	14,472	25,455	20,135	0
Capital Outlay	0	0	0	0	0	0
TOTALS	228,864	189,240	149,072	214,874	182,173	0
<u>0112 BUREAU OF FINANCIAL MANAGEMENT</u>						
Personnel Services	548,037	511,570	555,182	564,535	501,959	703,712
Operating Expenses	127,278	112,637	163,999	161,396	154,036	150,140
Capital Outlay	0	1,505	5,180	0	0	0
TOTALS	675,315	625,712	724,362	725,931	655,995	853,852
<u>0116 BUREAU OF INFORMATION TECHNOLOGY</u>						
Personnel Services	891,359	1,022,664	1,098,541	1,048,156	980,107	880,514
Operating Expenses	177,861	192,011	198,464	301,218	238,799	325,250
Capital Outlay	27,940	461,441	426,541	0	0	0
Non-Expenditure Items	0	0	(41)	0	0	0
TOTALS	1,097,160	1,676,116	1,723,505	1,349,374	1,218,906	1,205,764
<u>0117 BUREAU OF HUMAN RESOURCES</u>						
Personnel Services	302,577	316,734	345,420	413,744	411,928	410,511
Operating Expenses	70,232	55,292	59,945	72,582	70,854	72,760
Capital Outlay	2,594	0	1,000	0	0	0
TOTALS	375,403	372,026	406,365	486,326	482,782	483,271

EXPENDITURE ANALYSIS SUMMARY
2005 BUDGET

	2001 Actual	2002 Actual	2003 Actual	2004 Approved Budget	2004 Projected	2005 Approved Budget
<u>0121 MAYOR'S OFFICE FOR LABOR RELATIONS</u>						
Personnel Services	0	0	256,911	171,890	165,985	173,555
Operating Expenses	0	0	112,516	38,855	52,595	43,890
Capital Outlay	0	0	0	0	0	0
TOTALS	0	0	369,427	210,745	218,580	217,445
<u>0122-0128 BUREAU OF OPERATIONS AND REVENUE</u>						
Personnel Services	1,381,467	1,400,542	1,178,244	1,226,275	1,085,472	916,431
Operating Expenses	409,762	370,414	232,148	394,067	485,252	358,410
Capital Outlay	16,034	97,579	126,495	188,255	78,600	73,030
TOTALS	1,807,263	1,868,535	1,536,887	1,808,597	1,649,323	1,347,871
TOTAL DEPARTMENT OF ADMINISTRATION						
Personnel Services	3,466,927	3,606,068	3,814,847	3,868,563	3,553,897	3,358,042
Operating Expenses	853,670	759,121	787,956	1,040,839	1,064,640	989,575
Capital Outlay	46,568	560,525	559,216	188,255	78,600	73,030
Non-Expenditure Items	0	0	(41)	0	0	0
TOTAL EXPENDITURES	<u>4,367,165</u>	<u>4,925,713</u>	<u>5,161,977</u>	<u>5,097,657</u>	<u>4,697,137</u>	<u>4,420,647</u>

EXPENDITURE ANALYSIS SUMMARY
2005 BUDGET

	2001	2002	2003	2004	2004	2005
	Actual	Actual	Actual	Approved Budget	Projected	Approved Budget
ADMINISTRATION						
Office of Director	3.00	3.00	4.00	4.00	4.00	4.00
Insurance & Risk Management	3.00	3.00	3.00	3.00	3.00	0.00
Financial Management	12.00	12.00	11.00	10.00	10.00	12.00
Information Technology	17.60	21.60	20.60	15.60	15.60	12.60
Human Resources	6.00	6.00	7.00	7.00	7.00	7.00
Mayor's Office for Labor Relations	0.00	0.00	3.00	3.00	3.00	3.00
Operations & Revenue	<u>34.00</u>	<u>34.00</u>	<u>28.00</u>	<u>25.00</u>	<u>25.00</u>	<u>18.00</u>
TOTAL POSITIONS	75.60	79.60	76.60	67.60	67.60	56.60

In 2002, four new positions were added to the Bureau of Data Processing: a Webmaster, two part-time Programmer Support positions and a Systems Programmer. In 2003, a vacant Deputy Director of Finance position was eliminated from the Bureau of Financial Management. A Clerk and a Labor Relations Assistant positions were eliminated from the Bureau of Operations & Revenue. In the Bureau of Operations & Revenue, the Office of the Director was renamed to the Mayor's Office for Labor Relations and three positions were reclassified: Labor Relations Officer to Director of Labor Relations, Benefits Coordinator to Labor Relations Assistant, and Confidential Secretary to Administrative Assistant of Labor Relations. The 2004 Approved Budget eliminated nine vacant positions: a Graduate Intern from the Bureau of Financial Management; a Deputy Business Administrator for Data Processing, a Lead Programmer, an Assistant Network Administrator, and two part-time System Programmers from the Bureau of Data Processing; and a Deputy Business Administrator, a Deputy Tax and Enforcement Administrator, and a Receptionist/Archivist from the Bureau of Operations & Revenue. The Mayor's Office for Labor Relations was no longer included as part of the Bureau of Operations & Revenue; it became a separate office, and three positions were transferred from the Bureau of Operations & Revenue into that office: a Director of Labor Relations, a Labor Relations Assistant and an Administrative Assistant. In addition, a Benefits Coordinator position was transferred from the Bureau of Operations & Revenue to the Bureau of Human Resources and a Secretary II position was transferred from the Bureau of Operations & Revenue to the Office of the Business Administrator. The Bureau of Data Processing was renamed to the Bureau of Information Technology. The 2005 Approved Budget eliminates ten vacant positions: an Auditor I and a Fiscal Technician from the Bureau of Financial management; a Webmaster, a LAN Service Officer, and a Secretary I from the Bureau of Information Technology; and a Reproduction Technician I, a Receptionist, a Customer Service Representative/Account Specialist I, a Posting Specialist, and a Clerk I from the Bureau of Operations & Revenue. A Secretary II was transferred from the Office of the Business Administrator to the Bureau of Financial Management while the Manager of Billing Services and Quality Assurance was transferred from the Bureau of Operations & Revenue into the Office of the Business Administrator for a temporary assignment. The Office of Insurance and Risk Management was merged into the Bureau of Financial Management and three positions were transferred into this Bureau: A Risk Manager, a Loss Control Officer, and an Administrative Assistant. In addition, a Secretary I was transferred from the Bureau of Operations & Revenue to the Bureau of Building Maintenance.

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